

# Personnel

Nancy Nittler, Director

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## **MISSION STATEMENT**

**As guided by the merit principles of the Civil Service System, the Personnel Department attracts, recruits, retains and supports a valued, quality workforce in order to provide exceptional services on behalf of Placer County to the public and our employees.**

<b>Appropriation</b>	<b>Budget 2003-04</b>	<b>Position Allocations</b>	<b>Recommended 2004-05</b>	<b>Position Allocations</b>
Personnel Services	\$ 1,770,526	23	\$ 1,884,290	23
Employee Benefits	1,748,171	7	2,269,152	7
Dental & Vision (Internal Service Fund)	2,976,000	0	3,152,715	0
Unemployment (Internal Service Fund)	485,673	0	305,721	0
Total:	<u>\$ 6,980,370</u>	<u>30</u>	<u>\$ 7,611,878</u>	<u>30</u>

## **CORE FUNCTIONS**

### Personnel Department

The Personnel Department is structured into two divisions, Personnel Services and Employee Benefits. The purpose of the Personnel Services Division is to provide comprehensive personnel expertise and support to department managers and supervisors so that they can focus on the programs and service they provide to their customers. The purpose of the Employee Benefits Division is to fulfill the benefit requirements for Placer County employees and their families in order to attract and retain a quality workforce who provide exceptional services to the constituents of Placer County in a cost-effective manner.

### Dental and Vision (Internal Service Fund)

To provide a funding source for Placer County's self-insured Dental and Vision Insurance Program in which other local public agencies also participate.

### Unemployment (Internal Service Fund)

To fund and administer Placer County's self-insured Unemployment Insurance Program.

### FY 2003-04 Major Accomplishments

- Participated with the Auditor's Office, Administrative Services, and the County Executive Office in the implementation process for the automated payroll/personnel system. The Personnel Department dedicated a team of staff to update the County's existing system transferring information to PeopleSoft to include development of a new human-resource information system and automated payroll processing system.
- In conjunction with the County Executive Office, negotiated a side agreement with Placer Public Employees Organization (PPEO) on salaries for selected classes as well as continued contract negotiations with the Placer County Deputy Sheriff's Association (DSA).
- Performed job-analysis and organizational structure review for over 215 positions, resulting in recommendations to reclassify positions or modify classifications.

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- Developed and implemented informational brochures for employees and managers on county leave of absence program in addition to tracking and processing employee leaves of absence.
- Conducted retirement planning workshops; material development and counseling sessions for employees anticipating retirement.
- Continued implementation of performance-evaluation software program to four pilot departments to augment the Governing for Results Performance Appraisal Initiative.
- Assisted the County Executive Office with development and implementation of a strategic workforce plan, which included meetings with a workforce planning consultant and county departments to identify potential vacancies as a result of anticipated retirements.
- Developed and reviewed recruitment training manual and materials on recruitment procedures and processes for FY 2004-05 roll out to departments.
- Implemented new version of SIGMA, the Personnel Department's applicant tracking application. This resulted in improved interdepartmental procedures.
- In light of the current and potential economic situation facing the County, our department in conjunction with the County Executive Office, developed and implemented a countywide Voluntary Work Furlough Program. This program was designed to meet employee work life balance needs and departmental operational needs.
- Establish a committee of labor and management to study, identify, and recommend potential health care options that result in cost savings and/or improved health care services for our employees and their families.

## FY 2004-05 Planned Accomplishments

- In addition to tracking and processing employee leaves of absence, work collaboratively with Risk Management, County Counsel and departments to coordinate and manage the leave-of-absence program. Goals include continued documentation of related policies and procedures and training of managers and supervisors.
- Continue with a committee of labor and management to study, identify, and recommend potential health care options that result in cost savings and/or improved health care services for our employees and their families.
- Continue to implement the automated performance evaluation system in selected departments including training for managers and supervisors.
- Continue to assist County Executive Office in the development and implementation of a strategic workforce plan that will identify gaps in knowledge and expertise resulting from anticipated retirements and guide department recruitment efforts effectively.
- Distribute instructional materials and train county departments in the recruitment and hiring process to strengthen the partnership between department and Personnel's staff. Implement a training program for department administrative staff.

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## Department Comments

### KEY CHALLENGES FOR THE UPCOMING FISCAL YEAR

As we prepare for the upcoming fiscal year and beyond, the Personnel Department will be working to maintain a careful balance between the need for support, assistance and benefits for employees and departments while anticipating an on-going reduction in county resources.

### Improved On-line Services

Priority for FY 2004-05 is the continued implementation of two very large countywide programs: 1) Automated County Online Resource Network (ACORN); and 2) the Performance Impact Evaluation Program. These programs will enhance the tools available to more effectively manage our human resources.

### Retirement Processing

The Personnel Department estimates close to 200 retirements in the upcoming fiscal year that will drive workload in both the Benefits and Personnel Services Divisions.

### Workforce Strategies

Given the demographics of our workforce, the Personnel Department continues to be actively involved in workforce planning in conjunction with County Executive Office and department leadership. As county departments experience fiscal constraints that result in possible staff restructuring, the Personnel Department will work closely with managers and the employees to assess impacts and provide assistance.

## County Executive Comments And Recommendations

Salaries and benefits have increased due to standard merit and benefit increases. The department has attempted to minimize the impact of these increases in the *Personnel* budget by reducing the budget in other areas. Due to increased workload, the delivery of services to other county departments may be impacted. Furniture and equipment for the remodeled Fulweiler annex (\$33,000) will be funded by the construction budget and is not included in the recommended budget. The *Personnel* budget receives reimbursement for personnel services from Health and Human Services (\$252,101), from other departments for recruitment publications (\$40,000), for classification studies reimbursement (\$25,000), and for administrative services from the Dental and Vision and Unemployment Insurance funds (\$80,627).

Department requested funding considerations for final budget:

- Restore funding for one personnel analyst (\$105,513)
- Restore funding for extra help (\$ 9,682)

Benefit costs in the *Employee Benefits* budget have increased significantly due to the continued increase in costs for retiree health insurance. Annual increases in health insurance costs and the growing numbers of retirees will continue to impact this budget every year. These increases are partially offset, in this budget, by increased charges to other county departments. The current year increase in the budget reflects the costs for non sub-vented general fund budgets. The employee benefits budget charges sub-vented general fund budgets and non-general fund budgets for the proportionate cost of employee benefits. The net county cost is the non sub-vented General Fund share.

The *Dental and Vision* budget includes the 10% increase in the employer contribution for dental insurance premiums necessary to cover increased claims costs due to retiree dental coverage. Individual claim amounts have increased along with the number of participants in the program, and claims costs for retirees have risen at a faster rate than employee claims rates. Revenues in this budget are primarily contributions from employers and employees and from other agencies participating in the dental and vision program. The budgeted revenues include an increase in employer rates of 10%.

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The *Unemployment* budget expenditures decreased due to lower Cost Allocation Plan (A-87) costs and reduced administration charges. Estimated claims costs are budgeted at the same level as for FY 2003-04 although claims may rise due to an increase in the benefit rate and a possible increase in the number of claimants in FY 2004-05. Final budget adjustments will be made to appropriate additional funds for claims if necessary.

## PERSONNEL FUND 100 / APPROPRIATION 10500

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
<b>Expenditures</b>						
Salaries and Employee Benefits	\$ 1,388,758	\$ 1,742,781	\$ 2,057,421	\$ 1,930,895	11%	\$ -
Services and Supplies	266,603	309,466	288,746	197,961	-36%	-
Intra Fund Charges	1,328	10,401	7,535	7,535	-28%	-
<b>Gross Budget:</b>	1,656,689	2,062,648	2,353,702	2,136,391	4%	-
Intra Fund Credits	(218,566)	(292,122)	(303,601)	(292,101)	0%	-
<b>Net Budget:</b>	\$ 1,438,123	\$ 1,770,526	\$ 2,050,101	\$ 1,844,290	4%	\$ -
<b>Revenue</b>						
Charges for Services	\$ 90,207	\$ 94,941	\$ 80,627	\$ 80,627	-15%	\$ -
Miscellaneous Revenue	179	-	-	-	0%	-
Other Financing Sources	8,163	25,000	34,000	25,000	0%	-
<b>Total Revenue:</b>	98,549	119,941	114,627	105,627	-12%	-
<b>Net County Cost:</b>	\$ 1,339,574	\$ 1,650,585	\$ 1,935,474	\$ 1,738,663	5%	\$ -
Allocated Positions	23	23	23	23	0%	-

## CORE FUNCTION: PERSONNEL SERVICES

### Recruitment & Department Support

**Program Purpose:** To provide comprehensive personnel expertise and support to department managers and supervisors so that they can focus on the programs and service they provide to their customers.

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**Total Expenditures:** \$1,228,019

**Total Staffing:** 12.0

- **Key Intended Outcome:** To provide departments eligible lists of qualified candidates to fill vacant positions.

Recruitment & Department Support Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of department requests for candidates	342	376	250
% of recruitments completed within identified recruitment plan time frame	N/A	63%	70%
% of departments recruitment evaluated as satisfactory or better	N/A	N/A	85%

**Program Comments:** The County implemented a stringent recruitment and hiring approval process during this year due to ongoing budget uncertainties, which impacts the number of departmental requests for candidates.

## Classification & Compensation Program

**Program Purpose:** To maintain the systematic classification of positions based on objective criteria and adequate job evaluation and in adherence with Civil Service Commission rules and procedures and state and federal law.

**Total Expenditures:** \$1,125,684

**Total Staffing:** 11.0

- **Key Intended Outcome:** Utilize the classification plan to define essential job functions, facilitate recruitment efforts, and assess appropriate salary relationships and to provide applicants with information for job advancement and career development.

Classification & Compensation Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of position classification reviews	136	75	75
# of classification reviews and updates	N/A	50	60
# of positions reviewed for salary	N/A	250	40
% of position/classification reviews analyzed within 90-day time frame	N/A	80%	90%

**Program Comments:** Recent negotiations with employee units resulted in an agreement to review a defined number of classifications for salary during the next couple of years. In addition, the Personnel Department regularly evaluates classifications to keep them current. It is anticipated that the more stringent recruitment and hiring approval processes will result in a larger number of position classification reviews.

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## EMPLOYEE BENEFITS FUND 100 / APPROPRIATION 11480

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
<b>Expenditures</b>						
Salaries and Employee Benefits	\$ 2,926,837	\$ 4,098,406	\$ 5,803,577	\$ 5,803,907	42%	\$ -
Services and Supplies	623,537	906,979	860,888	831,164	-8%	-
Intra Fund Charges	3,690	109,761	109,761	142,175	30%	-
<b>Gross Budget:</b>	<u>3,554,064</u>	<u>5,115,146</u>	<u>6,774,226</u>	<u>6,777,246</u>	32%	<u>-</u>
Intra Fund Credits	<u>(2,406,116)</u>	<u>(3,366,975)</u>	<u>(4,535,963)</u>	<u>(4,508,094)</u>	34%	<u>-</u>
<b>Net Budget:</b>	<u>\$ 1,147,948</u>	<u>\$ 1,748,171</u>	<u>\$ 2,238,263</u>	<u>\$ 2,269,152</u>	30%	<u>\$ -</u>
<b>Revenue</b>						
Intergovernmental Revenue	\$ 5,000	\$ 5,000	\$ -	\$ -	-100%	\$ -
Charges for Services	519,125	518,125	697,622	733,795	42%	-
Other Financing Sources	-	135,468	79,075	-	-100%	-
<b>Total Revenue:</b>	<u>524,125</u>	<u>658,593</u>	<u>776,697</u>	<u>733,795</u>	11%	<u>-</u>
<b>Net County Cost:</b>	<u>\$ 623,823</u>	<u>\$ 1,089,578</u>	<u>\$ 1,461,566</u>	<u>\$ 1,535,357</u>	41%	<u>\$ -</u>
Allocated Positions	7	7	7	7	0%	-

### Benefit Coordination Program

**Program Purpose:** Provide comprehensive, cost-effective benefit options for Placer County employees and their families in order to attract and retain a quality workforce.

**Total Expenditures:** \$4,838,733

**Total Staffing:** 5.0

- **Key Intended Outcome:** To provide employees with access to benefit programs which promote sustained health, financial security and valued employment.

Insurance Benefit Coordination Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of benefit transactions processed	3,097	2,290	4,000
% utilization of Placer County EAP participants	22%	20%	22%
# of employees requesting additional benefit coordination	N/A	4,500	5,500
% of employees surveyed during open enrollment who rated their understanding of the employee benefit package as satisfactory or above	81%	80%	80%

**Program Comments:** The Personnel Department anticipates increased needs for benefit assistance services due to the implementation of the new payroll/personnel system Automated County Online Resource Network (ACORN).

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## Leave Benefit Coordination Program

**Program Purpose:** Assist county departments with integrated leave management services that incorporate the various state and federal laws, including Americans with Disabilities Act, Workers' Compensation, State Disability Insurance, the Salary Protection Plan and other county-provided benefits.

**Total Expenditures:** \$967,747

**Total Staffing:** 1.0

- **Key Intended Outcome:** Work with the department and employee on a suitable plan for return to work while coordinating the various policies, practices and mandates related to the employee's leave.

Leave Benefit Coordination Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of leave-of-absence (LOA) files opened	456	470	480
% of workforce out on leave of absence	7%	8%	9%
# of staff hours spent processing leave of absence files	1,793	1,823	2,000

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## Retirement Planning & Assistance Program

**Program Purpose:** Assist and educate employees with retirement planning throughout their Placer County careers.

**Total Expenditures:** \$483,873

**Total Staffing:** 0.5

- **Key Intended Outcome:** To provide individual and group training to employees for retirement planning in the Public Employee Retirement System, Retiree Health Program and county-sponsored deferred compensation plans.

Retirement Planning & Assistance Program Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of employees over the age of 45 attending retirement planning sessions	N/A	175	200
% of employees who reported they benefited from training sessions	N/A	90%	95%
# of employees participating in deferred compensation programs	1,569	1,515	1,550

**Program Comments:** Placer County employees continue to benefit from retirement planning workshops offered by Placer County and CalPERS staff. It is anticipated that approximately 200 employees will retire from Placer County during FY 2004-05.

## Labor Relations Management Program

**Program Purpose:** To provide labor-relations expertise and support in conjunction with the County Executive Office to achieve collective-bargaining agreements and to promote positive labor relations.

**Total Expenditures:** \$483,873

**Total Staffing:** 0.5

- **Key Intended Outcome:** Implement the benefit-related provisions in the negotiated labor agreements.

Labor Relations Management Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of new provisions to be implemented	9*	16*	5*
# of staff hours spent on labor relations activities	1,900	2,975	2,500
Note: *Includes only currently adopted contracts.			



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## PROPRIETARY FUNDS

### DENTAL & VISION INTERNAL SERVICE FUND FUND 270850 / APPROPRIATION 02850

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
<b>Operating Expenses</b>						
Services and Supplies	\$ 372,514	\$ 403,102	\$ 342,656	\$ 342,656	-15%	\$ -
Other Charges	2,119,880	2,442,898	2,699,086	2,699,086	10%	-
Appropriations for Contingencies	-	130,000	110,973	110,973	-15%	-
<b>Total Operating Expenditures:</b>	<b>\$ 2,492,394</b>	<b>\$ 2,976,000</b>	<b>\$ 3,152,715</b>	<b>\$ 3,152,715</b>	<b>6%</b>	<b>\$ -</b>
<b>Revenue</b>						
Revenue from Use of Money and Property	\$ 7,864	\$ 10,000	\$ 5,000	\$ 5,000	-50%	\$ -
Charges for Services	2,353,768	2,992,745	3,165,400	3,165,400	6%	-
Miscellaneous Revenue	(453)	-	-	-	0%	-
Other Financing Sources	(33)	-	-	-	0%	-
<b>Total Revenue:</b>	<b>2,361,146</b>	<b>3,002,745</b>	<b>3,170,400</b>	<b>3,170,400</b>	<b>6%</b>	<b>\$ -</b>
<b>Net Income (Loss)</b>	<b>\$ (131,248)</b>	<b>\$ 26,745</b>	<b>\$ 17,685</b>	<b>\$ 17,685</b>	<b>-34%</b>	<b>\$ -</b>
Allocated Positions	-	-	-	-	0%	-

**Program Purpose:** To provide a funding source for Placer County's self-insured dental and vision insurance program in which other local public agencies also participate.

### UNEMPLOYMENT INTERNAL SERVICE FUND FUND 270500 / APPROPRIATION 06200

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
<b>Operating Expenses</b>						
Services and Supplies	\$ 226,204	\$ 213,839	\$ 30,721	\$ 30,721	-86%	\$ -
Other Charges	105,700	271,834	374,648	275,000	1%	-
<b>Total Operating Expenditures:</b>	<b>\$ 331,904</b>	<b>\$ 485,673</b>	<b>\$ 405,369</b>	<b>\$ 305,721</b>	<b>-37%</b>	<b>\$ -</b>
<b>Revenue</b>						
Revenue from Use of Money and Property	\$ 18,757	\$ 20,000	\$ 10,000	\$ 13,000	-35%	\$ -
Other Financing Sources	388,436	390,000	390,000	390,000	0%	-
<b>Total Revenue:</b>	<b>407,193</b>	<b>410,000</b>	<b>400,000</b>	<b>403,000</b>	<b>-2%</b>	<b>-</b>
<b>Net Income (Loss)</b>	<b>\$ 75,289</b>	<b>\$ (75,673)</b>	<b>\$ (5,369)</b>	<b>\$ 97,279</b>	<b>-229%</b>	<b>\$ -</b>
Allocated Positions	-	-	-	-	0%	-

**Program Purpose:** To fund Placer County's self-insured unemployment insurance program.